

# Visions for the World in 2035

*Workshop with the Future Leaders  
EDD15 / European Development Days*

Monika Antal  
Emanuele Cuccillato  
Sara Giovannini  
Susana Figueiredo do Nascimento  
Fabiana Scapolo  
Peter de Smedt  
Alice Szczepanikova  
Xavier Troussard  
Tine Van Criekeing

2015



Report EUR 27418 EN

**European Commission**

Joint Research Centre

DDG.02 Foresight and Behavioural Insights Unit

**Contact information**

Susana Nascimento

Address: Joint Research Centre, CDMA 04/027, Rue du Champ de Mars 21, 1049 Brussels

E-mail: [susana.nascimento@ec.europa.eu](mailto:susana.nascimento@ec.europa.eu)

Tel.: +32 229 81751

JRC Science Hub

<https://ec.europa.eu/jrc>

**Legal Notice**

This publication is a Science and Policy Report by the Joint Research Centre, the European Commission's in-house science service. It aims to provide evidence-based scientific support to the European policy-making process. The scientific output expressed does not imply a policy position of the European Commission. Neither the European Commission nor any person acting on behalf of the Commission is responsible for the use which might be made of this publication.

All images © European Union 2015

JRC97296

EUR 27418 EN

ISBN 978-92-79-48909-9 (PDF)

ISBN 978-92-79-48908-2 (print)

ISSN 1831-9424 (online)

ISSN 1018-5593 (print)

doi:10.2788/888630 (online)

doi:10.2788/179306 (print)

Luxembourg: Publications Office of the European Union, 2015

© European Union, 2015

Reproduction is authorised provided the source is acknowledged.

Printed in Luxembourg

**Abstract**

The workshop "Visions for the World in 2035" was organised in the EU Policy Lab by the Foresight and Behavioural Insights Unit in collaboration with the European Development Days (EDD15). It hosted 15 Future Leaders between the ages of 21 and 26 who were selected by the EDD15 organisers from around the world to join the debate on development policy and international cooperation. The purpose of the workshop was 1) to introduce the Future Leaders to systemic and long-term strategic thinking, 2) to help them formulate a vision broadly related to their area of activity and thus boost their contribution to the upcoming EDD15 debates, and 3) to foster their positioning as agents of positive change in the coming decades. Through group vision building, plenary discussions and individual pitches, participants shared their experiences, explored megatrends that are likely to shape different possible futures and challenged present assumptions related to social change, youth and development. The aim of the report is to present our insights from the preparation and running of the workshop in order to revise different methods and techniques used and adapted in the context of the EU Policy Lab. This type of an event could be further adapted and replicated in other research and policy contexts.

## Table of Contents

1. Context and aim .....	4
2. Future Leaders .....	5
3. Workshop design.....	7
3.1 The use of time and space .....	7
3.1.1 The set-up.....	8
3.2 Themes and approaches .....	9
3.3 Megatrends .....	9
3.4 Recording of individual pitches .....	10
4. The flow of the workshop .....	12
4.1 Welcome session.....	12
4.2 Group visions.....	12
4.3 Megatrends presentation.....	13
4.4 Confronting visions with megatrends.....	14
4.5 Plenary discussion on systemic challenges and opportunities.....	15
4.6 Recording of individual pitches.....	16
4.7 Feedback on the workshop .....	17
5. Practical insights from the workshop for future events .....	20
 Annex 1 – Short bios of the Future Leaders.....	22
Annex 2 – Megatrends.....	27
Annex 3 – Group visions.....	31
Annex 4 - Visual and communication outputs.....	36

# 1. Context and aim

The one-day workshop “Visions for the World in 2035” was organised in the EU Policy Lab by the Foresight and Behavioural Insights Unit of the Joint Research Centre in collaboration with the European Development Days (EDD15). It took place on 28 May 2015 in Brussels (see the agenda in section 3.1.1). The workshop hosted 15 Future Leaders between the ages of 21 and 26 who were selected by the EDD15 organisers from around the world to join the debate on development policy and international cooperation.

The JRC's Foresight and Behavioural Insights Unit is operating the EU Policy Lab as a collaborative and experimental space for innovative policy making. It is both a physical space and a way of working that combines foresight, behavioural insights and design thinking to explore, connect and find solutions for better policies. Foresight explores possible futures in a systematic and participatory way. It helps create visions and policy roadmaps and moves beyond established pathways. Behavioural insights improve policy-making by applying the knowledge of how people make decisions and respond to certain options. Design thinking helps to prototype and test innovative policy ideas. The combination of expertise in these three areas is a unique feature of the EU Policy Lab's interdisciplinary team.

The workshop was a great opportunity to engage with a distinguished group of young people on the topic of development and social change framed by a vision of the world in 2035. It demonstrated the agile, flexible and rapid approach of the EU Policy Lab in interacting with diverse groups of stakeholders (in this case youth from different parts of the world) and its range of participatory, visual and communication tools. The purpose of the workshop was threefold:

- to introduce the Future Leaders to systemic and long-term strategic thinking;
- to help them formulate a vision broadly related to their area of activity and thus boost their contribution to the upcoming EDD15 debates;
- to foster their positioning as agents of positive change in the coming decades.

Through group vision building, plenary discussions and individual pitches, participants shared their experiences, explored megatrends that are likely to shape different possible futures and challenged present assumptions related to social change, youth and development.

The aim of this report is to present our insights from the preparation and running of the workshop in order to revise different methods and techniques used and adapted in the context of the EU Policy Lab. This type of an event could be further adapted and replicated in other research and policy contexts.

## 2. Future Leaders

The workshop “Visions for the World in 2035” was organised by the EU Policy Lab in collaboration with the Future Leaders Programme<sup>1</sup> of the EDD15, the European Commission's flagship event for the European Year for Development (EYD2015). The focus for the EDD15, organised by DG DEVCO, echoed the motto of the European Year for Development – “our world, our dignity, our future”. Each year, the forum attracts about 5000 participants from over 140 countries, which represent 1200 organisations from the fields of development cooperation, human rights and humanitarian aid. The event also engages political leaders, development practitioners, the private sector and civil society in shaping the EU's policies for tackling poverty worldwide.

The Future Leaders Programme was inspired by the fact that young people are a driving force in the fight against poverty through their research or commitment as business or civil society leaders. The competition for participation in the EDD15 was open for six weeks (February-March 2015) and gathered 172 completed applications<sup>2</sup>.

The final 15 Future Leaders (short bios in Annex 1) were selected on the basis of their demonstrated knowledge, leadership and achievements on one of the EDD15 topics as well as their public-speaking skills. The selected participants were:

- Nada Diouri, 25 (Morocco)
- Carmen Monges, 21 (Paraguay)
- James Thuch Madhier, 26 (South Sudan)
- Marion Atieno Osieyo, 24 (United Kingdom)
- Tanvi Girotra, 24 (India)
- Catherine Mloza-Banda, 24 (Malawi)
- Daniel Mihajlovski, 23 (the former Yugoslav Republic of Macedonia)
- Edgleison Rodrigues, 21 (Brasil)
- Nicholas Niwagaba, 22 (Uganda)
- Ivy Langat, 21 (Kenya)
- Shakira Choonara, 25 (South Africa)
- Victor Rodriguez, 23 (Dominican Republic)
- Lia Magdalena Weiler, 26 (Germany)
- Muhammed Kisirisa, 26 (Uganda)
- Birwe Habmo, 25 (Cameroon)

During the EDD15 (3-4 June 2015), the 15 Future Leaders were invited to share their views in the forum's high level debates about development policy and international cooperation. They spoke alongside global leaders about their projects and experiences and

---

<sup>1</sup> <http://eudevdays.eu/youth/futureleaders>

<sup>2</sup> The applicants were gathered from different parts of the world (31% Europe, 31% Africa, 19% Asia, 9% South America, 7% North America and 3% South-Eastern and Oceania), were balanced in their gender composition (87 women and 85 men) and highly engaged in various EDD topics (gender, inclusion, citizenship and health).

engaged with delegations from governments and international organisations.<sup>3</sup> The EDD15 topics were:

- Halting climate change and building resilience
- Trade and financing
- Global citizenship
- Gender equality
- Feeding the planet together
- Inclusion and inequality
- Right to health
- An urban world: challenges and opportunities
- Decent jobs
- Sustainable energy for growth
- Growth and poverty eradication
- Migration

During their visit to Brussels, the Future Leaders also had the opportunity to visit European institutions, meet with European policy-makers and participate in other activities outside the EDD15. It was in this context that the EU Policy Lab proposed to host the Workshop “Visions for the World in 2035” a few days prior to the EDD15.

---

<sup>3</sup> See for example the videos of the panels on Gender Inequality (<https://www.youtube.com/watch?v=M5FvKw1CojE>) or in Sustainable Cities ([https://www.youtube.com/watch?v=6VWC\\_zYxiFQ](https://www.youtube.com/watch?v=6VWC_zYxiFQ)).

### 3. Workshop design

One of the functions of the EU Policy Lab is to provide a safe space inside the European Commission to experiment with new ways of working and collaborating as well as new forms of engagement with stakeholders and citizens. The workshop offered a welcome opportunity to test and experiment with a set of methods and ways of interaction with this diverse group of young people. A clearly defined goal for the workshop was established by the EU Policy Lab team: to encourage the Future Leaders to think about their area of activity in a future-oriented and systemic manner.

Its consistent communication throughout the day was the key to the success of the workshop. The organisers guided the participants through building of aspirational, yet realistic visions of the world in 2035 and encouraged them to consider steps to be taken toward reaching their visions. The workshop methodology integrated the following foresight, visual and design tools, which will be described throughout the report:

- Brainstorming
- Problem identification
- Vision building via facilitated group discussions
- Future proofing with the use of megatrends
- Visualisation techniques

#### 3.1 *The use of time and space*

The workshop was designed over three weeks by a team of eight with restricted time available for the workshop preparation. Apart from time, restriction of space was also an issue. A room of approximately 45 m<sup>2</sup> in the CDMA building had to accommodate 24 to 27 people at a time.<sup>4</sup> The space can be customised depending on the purpose of the event. It is being used both for regular EU Policy Lab meetings and for workshops with external participants. Despite its relatively small size, the room has a number of attributes crucial for a lab setting: natural light, walls useable for sticking papers on, movable tables and chairs.

Using flip-chairs for instance, allowed for quick re-configurations of the room throughout the day – changing the direction of chairs to listen to another group's presentation; repositioning them to an auditorium/lecture for the individual pitches; and arranging them into a circle for a final reflection and feedback.

---

<sup>4</sup> Two adjacent offices were previously used as storage.

### 3.1.1 The set-up

For this particular workshop, the space was configured to foster creativity, collaboration and out of the box thinking.<sup>5</sup> The visual aid outlining the agenda was put on the door and on the wall outside the room. It served as a welcome and a reminder of the logical flow of the activities throughout the day (Figure 1).

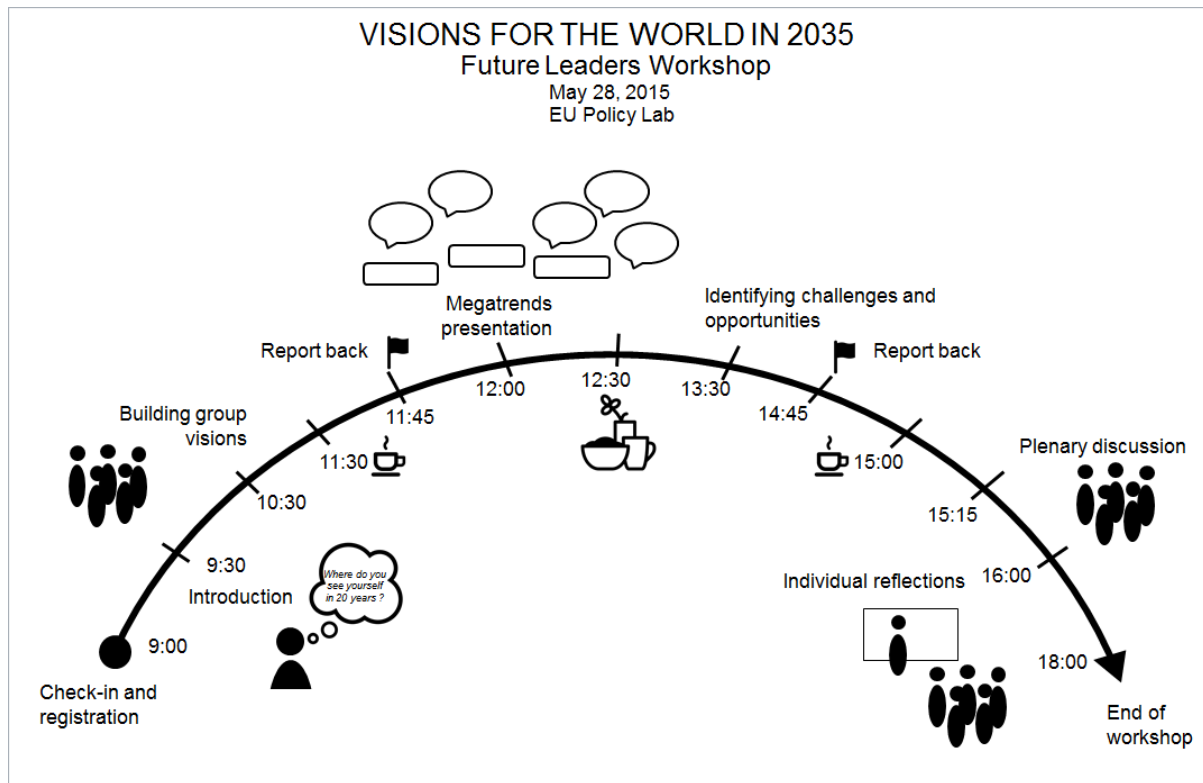


Figure 1 – The journey of the day

The Future Leaders were divided into five colour coded groups (see assigned groups in section 3.2) and seated in a campfire style around their designated group areas. The group areas were fitted with an A2 blank template containing the group's theme (pre-defined by the Policy Lab team), space for a "vision statement" and a "narrative". Around the template were the profiles of the Future Leaders including their picture, name, topic<sup>6</sup> and a set of keywords derived from their bios to be used on the templates. Underneath each template and profiles were little cardboard tables containing colour coded post-its, paper, pens and pencils, bluetack, tape and templates for the "opportunities and challenges" to further aid the vision building exercise (Figure 2). The design resulted both in an appealing configuration of the space and an engaging and personalised environment for the workshop.

One of the walls was completely covered in white paper and served as a collective canvas where the outcomes of the group discussions were to be collected. Its purpose was to display the megatrends presented by the EU Policy Lab team (see the next section), to

<sup>5</sup> Doorley, Scott, and Witthoft, Scott (2012) *Make Space: How to Set the Stage for Creative Collaboration*. Hoboken, NJ: Wiley.

<sup>6</sup> The topics were categorised and assigned to them by the EDD15 organisers.



connect them with the group visions placed underneath, and to serve as an attractive background for Future Leaders' individual pitches recorded at the end of the day.



Figure 2 – Colour coded group areas and main wall completely covered in paper

### 3.2 ***Themes and approaches***

The EU Policy Lab team prepared the workshop by using the information provided by the EDD15 on the topics and bios of the Future Leaders. The team pre-divided the Future Leaders into five groups of three according to similarity and complementarity of their areas of interest.

The resulting colour-coded groups were assembled according to the following themes:

1. gender equality, children's rights, youth health and security (pink)
2. youth mobility, global education, economic integration and governance (green)
3. youth employment and entrepreneurship (yellow)
4. urban environment and community development (blue)
5. food, health and environment, resilience (orange)

Each group was assigned a facilitator from the EU Policy Lab team. Each facilitator had a crucial role to play: 1) to stimulate the debate inside each group, 2) to guide each group's work toward the planned objectives for each activity; and 3) to answer questions about the activities and their purpose. Prior to the workshop a carefully planned choreography (more details in section 4) detailing specific tasks was distributed among the workshop team.

### 3.3 ***Megatrends***

In order to encourage the Future Leaders to think about the future in a systemic way a set of global megatrends that are likely to shape the future of their areas of activity were introduced by the EU Policy Lab team (for more detailed description of the megatrends see Annex 2). These megatrends are as follows:

- Diverging global population trends
- Towards a more urban world
- Changing disease burdens and risks of pandemics
- Accelerating technological change
- Continued economic growth?
- An increasingly multipolar world
- Intensified global competition for resources
- Growing pressures on ecosystems
- Increasingly severe consequences of climate change
- Increasing environmental pollution
- Diversifying approaches to governance

The aim was to make the presentation brief and engaging and to leave maximum time for the input from the Future Leaders. The team prepared short descriptions of each megatrend with illustrative statements serving as examples. These were presented as visual "bubbles" and placed on the collective canvas during the presentation. The groups then discussed the possible impact of megatrends on their vision and identified at least three challenges and opportunities to reaching their vision. Having the megatrends with examples placed on the wall as a reference point proved to be very useful for stimulating and structuring the debate.

### **3.4 *Recording of individual pitches***

The workshop culminated in the video recording of Future Leaders' short (90 second maximum) individual pitches about their vision for the future and how they see themselves as positive agents of change. It implied hiring a professional filming and editing team and adjusting the schedule of the already packed workshop programme. The rationale behind including the video recording was to expose the Future Leaders to the type of interaction that puts them under some level of stress and requires brief but sophisticated self-presentation. These were the situations that were to be an integral part of their EDD15 experience.

After they have had a chance to present their visions and plans for the future at the beginning of the day, the Future Leaders were expected to refine and sharpen their narratives by integrating them in the broader context and making their visions more future-proof based on the insights gained throughout the workshop. Another purpose of this exercise was to use the videos to present the work of the EU Policy Lab to the outside world and to give the Future Leaders something "tangible" they could use in their future activities.

The exercise has certainly helped the Future Leaders to practice and improve their presentation skills. However, the level of stress that came with being in front of the camera made most of them stick to their initial self-presentation and only a few dared to bring in the foresight perspective. The pitches were short enough and the organisation of the flow of the recordings was well-structured so that the whole process did not take more

than an hour and a half. Nonetheless, this time could also have been used to deepen the discussion of synergies and possibilities for collaboration between the groups.

The resulting fifteen individual, one collective video and other communication outputs (see the full list with links in Annex 4) were used to disseminate the workshop organized in the EU Policy Lab inside the Commission and to the outside world.

## **4. The flow of the workshop**

This section describes in detail the flow of the workshop according to the choreography carefully prepared by the workshop team. Here we present each session in terms of its objective, process and used materials.

### **4.1 Welcome session**

The workshop started with a welcome to the Future Leaders and a brief introduction to the general purpose and expected outcomes. The EU Policy Lab team responsible for the organization and preparation of the workshop also introduced itself. All participants were encouraged to take photos and post updates and comments in their social media profiles throughout the workshop.

The team then asked the Future Leaders to present themselves and also to answer the question: "where do you see yourself in the next 20 years?". The question was intended to set the tone for the workshop, that is, to introduce the Future Leaders into a future-oriented thinking. After the "tour de table", the team proceed with an explanation of the activities planned for the day.

### **4.2 Group visions**

Each group was asked to create a vision for the world in 2035 on their assigned themes (see detailed group visions in Annex 3):

1. gender equality, children's rights, youth health and security (pink)
2. youth mobility, global education, economic integration and governance (green)
3. youth employment and entrepreneurship (yellow)
4. urban environment and community development (blue)
5. food, health and environment, resilience (orange)

Each group had a facilitator from the EU Policy Lab team who guided and stimulated the group vision building, while also advising them to achieve an aspirational but realistic vision. In the group's A2 vision template, each group built their "narrative" freely using the materials available (post-its, pens, tape, scissors, paper, glue sticks) and came up with a "vision statement" on the top space of the template (Figure 3). At the end of the session, a rapporteur was chosen among each group to report back the vision (max 3m) to the other groups in a plenary format (Figure 4).



Figure 3 – Building group vision



Figure 4 - Presenting the group vision

### 4.3 Megatrends presentation

The session's aim was to further develop the Future Leaders' long-term and future oriented thinking. We expected to enhance their awareness of longer term trends and to stimulate their reflection on the potential impact of certain megatrends on the group visions they had built in the previous session.

The facilitators briefly presented the set of twelve megatrends that could likely shape the future (Figure 5). The team designed a visual format of A4 titles of megatrend and 1-3 short statements/"bubbles" with projection(s) related to each megatrend. During the presentation, the facilitators placed the "bubbles" on the upper part of the collective wall. Immediately after the presentation, the Future Leaders were encouraged to comment and react, ask for clarifications, and point out missing elements in the megatrends.



Figure 5 – Presentation of megatrends by the team

#### 4.4 ***Confronting visions with megatrends***

The Future Leaders were asked to confront their visions for the world in 2035 with the megatrends just presented. Their next task was to identify at least three challenges and opportunities in reaching this vision, taking into account the megatrends (see challenges and opportunities described within group visions in Annex 3). The Future Leaders filled in the provided colour-coded challenges and opportunities templates and placed them in the bottom part of their group visions.



Figure 6 – Confronting group visions with megatrends

After this group discussion, one person from each group reported back (max 2 min.) to the other groups on the identified challenges and opportunities (Figure 7). The completed vision templates were placed on the collective wall under the megatrends.



Figure 7 – Reporting back on the challenges and opportunities for each group vision

#### **4.5 Plenary discussion on systemic challenges and opportunities**

The objective for this session was to stimulate a systematic thinking across themes and to deepen the synergies and collaborations between the groups. The team prepared a series of questions for the Future, such as:

- Are the visions compatible?
- What are the common challenges and opportunities?
- Do you see opportunities for collaboration with other sectors?

Despite the workshop's good flow and coordination within the team, there wasn't enough time for a proper plenary discussion as initially planned. The original process was for the Future Leaders to add ideas to each other's group visions and to establish connections between their themes, while placing these additional comments on the collective wall. Facing these time constraints, the team chose instead to have a brief summary of the outcomes and to ask for the Future Leaders' final thoughts and remarks (Figure 8).





Figure 8 - Summarising the outcomes of the discussions

## 4.6 Recording of individual pitches

The workshop ended in the video recording of the Future Leaders' individual pitches (max 90 second) about their vision for the future in their particular topic and how they saw themselves as positive agents of change. Time was also a crucial factor in this session. The team didn't want to prolong the pitches beyond an hour and a half to avoid fatigue and loss of focus.

Coordination between the team and the filming crew was essential to ensure a good rhythm for the pitches. The Future Leaders were given time to prepare their pitch while the filming crew was setting up and the room was rearranged into an auditorium configuration. Facilitators provided individual assistance where needed, for instance to help translate parts of their pitches, to rehearse them or just to make them feel comfortable with the process. The Future Leaders gave their individual pitches in front of their group vision, while the rest watched them and cheered on (Figure 9).



Figure 9 - Future Leaders listen to the final pitches



#### **4.7 Feedback on the workshop**

The final session of the workshop was designed for all participants (Future Leaders and the team) to give brief and informal feedback while seated in a circle (Figure 10). Comments in general were very positive regarding the purpose and the processes of the workshop. Some of the comments underlined their appreciation for an interactive and customized format.

The EU Policy Lab team informed the Future Leaders where and when materials from the workshop would be available. A follow-up email with this information was also offered. Finally, the team thanked extensively the Future Leaders for their input and enthusiasm.



Figure 10 - The final feedback round



Figure 11 - The Future Leaders and the EU Policy Lab team

## Future Leaders' feedback

We went back to the Future Leaders three months after the workshop and asked them how they evaluated the experience. Here are some of the answers we got:

### **Did you learn anything new, surprising?**

Shakira Choonara: The way the workshop was structured stimulated critical thought and innovation. When preparing for the Development Days, I have to admit when considering 'resilience', agriculture was the furthest thought on my mind. Being in a group linking health, climate-change and agriculture was fascinating in particular, I was surprised at the extent of the linkages. The way the workshop was structured was also excellent in that we learnt within our groups but also across groups, this contributed to rich in-depth learning across a number of countries and fields.

Marion Osieyo: By treating us as change agents, we felt really empowered to confidently engage in the topics and different challenges set in the session. This is an approach you should definitely take forward when designing similar workshops. Irrespective of the group's technical knowledge or learning capacity of development issues, treating them as change agents will yield better learning outcomes and encourage them to build on their knowledge after the sessions.

Lia Weiler: I learned that, even though we sometimes had pretty different backgrounds, experiences and also opinions, there were some points we all agreed on. That made me really looking forward to our world's future and cooperation between current and future leaders from all sorts of different backgrounds.

### **What would you do differently if you were in our place?**

Marion Osieyo: Instead of the video focusing on personal visions of the future, challenge participants to present on a particular issue identified in the session and their 'roadmap' of recommendations on how to change it. This presentation would then be presented to external policy makers who have not taken part in the sessions.

Birwe Habmo: If I were in your place I will also try to exchange the participants during the workshop. I mean, I will allow to participants to say something about issue that is not necessarily their main topics. I discussed migration issue because it was my main topic but I did not got chance to say something about other topics: decent jobs, sustainable cities, right to health...

Lia Weiler: It was a good idea to form groups per topic, though I found that some did not quite fit in or were put into too common topics while others were cut down to one topic. In some cases I would have preferred a more open conversation between the groups.

Shakira Choonara: For example a Twitter chat on some of the issues which were raised during the workshop or perhaps asking one of us to write a blog?

### **Were the individual videos useful and if so, in what way and how did you use them?**

James Madhier: The videos have been very helpful. In my bid for the Kruger Cowne Rising Star Programme, a space travel competition, my only evidence of my visions was the video that was recorded at the workshop which I believe contributed to my shortlist among the top 30 finalists. I was also considered for the Nudge Global Leadership challenge in Amsterdam. The organizers had watched my video and they found it insightful.

Catherine Mloza Banda: My video has been shared over and over again in our work and by the RUFORUM, which funded my post graduate work. I am also an AWARD Fellow and we

recently had a leadership skills course where we were required to present our thoughts on a topic in front of a video camera for 5 minutes. I was able to share my thought in front of the camera with ease because I had once done my vision for 2035 in 90 seconds and nailed it! I was able to guide other people on how they could be at ease, use their visual aids, and also communicate their message in the time allocated for them.

Nada Diouri: It was useful because I practiced how to present something in a short time and be straight to the point. I also shared it with my colleagues and some media professionals here in Morocco to let them know my vision and as an introduction to what we did with you.

## **5. Practical insights from the workshop**

### **The selection of participants is key**

We were lucky to work with an exceptional group of participants: highly motivated, clever, and enthusiastic. Despite their youth, they already had substantial experience in their respective fields.

### **There are advantages of working with young people**

It is important to bear in mind that when it comes to attitudes towards work and career, working with under 30s and building a vision 20 years ahead is likely to be met with a more enthusiastic response than when working with 50+ who in 20 years' time will be in their retirement age. This workshop clearly demonstrated potential advantages of connecting with young people within foresight projects.

### **Even dull office spaces can be made engaging and attractive**

Working with colours, photographs and stationery and the creative use of large spaces such as empty walls covered with white paper can be low-cost and highly effective. Acquiring and maintaining a toolbox that includes materials and tools for workshops and activities is a useful investment for the future. The good experience with using physical artifacts as tools of engagement should, however, not prevent us from experimenting with digital tools when technically possible and appropriate.

### **Limit the use of PowerPoint and privilege a more interactive format whenever possible**

Our brief input on the megatrends and sticking them on the wall was messy at times but its brevity and physicality was clearly an asset for the dynamics of the workshop. This was also appreciated by the participants in the final round of feedback.

### **Extra effort in clearly designing and communicating the flow of the workshop pays off**

The choreography of the workshop had a logical flow to it, thanks to the clearly communicated instructions for each section and time keeping. Despite the intense and complex schedule of the workshop, there was little confusion and need for further clarification among the participants.

### **Reporting-back sessions after group discussions need to be allocated sufficient time and should foster interaction between the groups**

It is a waste of discussion potential to give people 2-3 minutes to present the outcomes of an hour-long discussion. When groups present their discussion outcomes, more should be done to engage the rest of participants into the discussion. Otherwise, it is easy to end up with parallel presentations with little interaction between the groups.

### **When group work is involved, enough time should be allocated for the discussion of synergies between groups**

There was not enough time to discuss synergies, common points and potential areas for collaboration between the groups. The group participants did not have enough opportunities to comment on and suggest ideas to the other groups. One way this could be

addressed in a future similar event would be to start working from the megatrends and to bring together participants from different groups based on who privileged specific megatrends in their discussion of opportunities and challenges.

### **Prepare for the "after-lunch fatigue"**

In workshops lasting a full day, activities/exercises with different rhythms and levels of engagement should be included. The choreography should take into account especially the "after – lunch fatigue" and prepare a less intense and/or more energising activity to bring everyone back to life.

### **Consider the pros and cons of involving external communication and media professionals**

The filming of the videos by a team of professionals felt excessively orchestrated at times. The recording occupied a large time slot in the program, which could have been shortened should we choose another method to produce the videos. The EU Policy Lab team should be able to film and produce internally videos as useful visual outputs of future workshops and activities. This could be achieved with the support from the Communication Unit and availability of adequate equipment. Easier access to the JRC Science Hub and other communication channels to post, update and monitor the impact of our communication output is also of essential importance.

## **Annex 1 – Short bios of the Future Leaders**

### **Nada Diouri (25) from Morocco**

Nada is currently the national executive director of Moroccan NGO ESPOD which aims to empower women and young people through getting professional qualification to access the job market. Since January 2015, she is involved in helping groups of women creating cooperatives by providing production equipment and trainings necessary for getting knowledge of management and personal development. Nada got her master's degree in International Relations at Laval and McGill universities, Canada, where she received the Rotary scholarship for Young Leader in International Development area for her participation as UNDP delegate to NMUN in New York. Her passion for development was deepened through her implications in the international bureau for children rights in Montreal as assistant to project manager on MENA region and with the UNHCR during the International Refugee Day in Montreal to promote the respect of international refugees rights. Those achievements were recognised in 2014 through the prize of "Personality of 2nd and 3rd cycle" in Quebec by Forces Avenir.

### **Carmen Monges (21) from Paraguay**

Carmen María Araceli Monges is a student of Forestry Engineering Career at the National University of Asunción. When Carmen was 15 years old, she started volunteering for WWF Paraguay, giving environmental talks in schools. Five years later, she received the organisation's most prestigious award, The International President WWF 2014, which recognises and encourages initiatives and achievements of those young people under 30 years old, who are committed to the conservation of nature in their respective countries. Carmen has coordinated several projects and campaigns, including the "Think Eat and Save" campaign in Paraguay, a social project called Youth for Environment and a Leadership Development Program LEAD for AIESEC. She also volunteered in Mexico City for EduAction, giving workshops on topics such as leadership, social responsibility, sustainability, cultural diversity and more to high school children. Currently she leads the programme 'Leadership and Empowerment for the Women in Paraguay', an initiative of the Faculty of Agricultural Sciences of the National University of Asunción and the University of Florida. Carmen received the Municipal Youth Award 2014 with a special mention in the Area of Environmental Protection, as well as recognition from the Government of Paraguay for her dedication and merit. Carmen currently works for the Latin American Network for Democratic and Sustainable Fair Cities and she is the Executive Assistant to the Paraguayan Network for Sustainable Cities, in Paraguay.

### **James Thuch Madhier (26) from South Sudan**

James is the Director of Partnership for African Trade Organisation. Alongside a team of young Africans managing this initiative, James believes in improving and promoting trade in Africa as a key factor in seeing a sustainably developed Africa. He is in charge of creating partnerships with African youth, universities, African governments, civil society organisations in Africa and globally, and other stakeholders. James successfully led a partnership deal between the University of Malawi and the African Trade Organisation. The

organisation connects with other African university students and youths across the globe through conferences and online forums. James is also involved in the Beyond Sciences Initiative at Trinity College in the University of Toronto. This organisation promotes global education through online media. Thanks to James' hard work, the organisation won the Queen Elizabeth II Diamond Jubilee scholarship that will enable the project to sponsor about 42 undergraduate and graduate students to carry out research in areas such as child mortality rate reduction, women's health, infectious diseases among other areas in Canada, Kenya and India.

### **Marion Atieno Osieyo (24) from United Kingdom**

Marion A. Osieyo is a young advocate passionate about transforming the policy, infrastructure and culture of global decision-making. Over the past seven years, she has developed and implemented projects in Asia, Africa and Europe promoting human and education rights for women and girls from refugee and low socio-economic communities. As a civil society representative, Marion has been previously selected as a Prime Minister's Global Fellow and a National Delegate at the World Conference on Youth in Sri Lanka. She is currently a Panellist in the 'Action2015' global advocacy movement which seeks to raise public awareness about the post-2015 agenda. Marion is a recipient of the 'Queen's Young Leaders' highly commended Runners-up Award and was shortlisted for the Schwarzkopf-Stiftung 'Young European of the Year' Award in 2014.

### **Tanvi Girotra (24) from India**

A Muhammad Ali Humanitarian Award recipient, Tanvi at 24 is the CEO and Founder of Becoming I Foundation which works towards revolutionising education systems to transform India's most marginalised communities. The organisation has connected hundreds of volunteers to the areas of primary and secondary education, sex trafficking, women empowerment, and youth leadership. Tanvi has been awarded the Karamveer Puraskar - a National award for Social Justice, the Youth Award for 'Contribution to Humanitarian Development' at the United Nations and has served as an International Fellow at the Global Fund for Children in Washington DC. Tanvi has been a panelist at the Clinton Global Initiative and has addressed numerous high level gatherings around the world. Tanvi served on the Global Advisory of the Girls20 Summit and was awarded the William J. Clinton Fellowship for Service in India last year where she involved herself in the workings of an anti-trafficking initiative in high risk communities around the country. She will be joining Harvard University for a Masters in Public Policy in the fall.

### **Catherine Mloza-Banda (24) from Malawi**

Aged 24, Catherine holds a Bachelor of Science in Agriculture-Crop Science from Bunda College of Agriculture, University of Malawi. She is also completing her Master of Science in Rural Development and Agricultural Extension at the same. Catherine was among the winners of the 2015 African Women in Agricultural Research and Development (AWARD) fellowship, an initiative that aims to recognise women's vital contribution to science and research. Catherine's vision for Africa is a continent with access to the right knowledge and skills that will enable people to achieve food, nutrition and income security. Catherine works with Farm Radio Trust, a local civil society organisation that provides innovative agricultural extension and advisory services to smallholder farmers in Malawi, particularly

through radio and ICTs. As the Agricultural Advisor, her role is to develop content for agricultural radio programming by conducting research and engaging with various experts, policy makers, and smallholder farmers. She has implemented development communication projects and research in nutrition and food security, sustainable agriculture, agribusiness, women empowerment and agricultural policy.

### **Daniel Mihajlovski (23) from the former Yugoslav Republic of Macedonia**

Daniel Mihajlovski was born 1991 in Bitola, Former Yugoslav Republic of Macedonia. He lost his parents as a child, he lived in a foster family and at the age of 12 he found his home at the SOS Children Village – Skopje, where he grew up to be an independent young man. Daniel completed his graduate studies in international marketing management and is currently enrolled in post graduate studies in public relations and in management in education. He is working at the Ministry of Finance through a government program for employment of young people that until the age of 18 had a status of children without parents or parental care. In addition, he is working as an insurance broker and investment advisor. He took part in different projects and activities in non-governmental organisations, most notably in the project aimed at supporting employment of the children without parents or parental care. In the session he will be speaking about the unemployment of young people in his country and the opportunities for building a support system for socially disadvantaged which will tackle the social inequality.

### **Edgleison Rodrigues (21) from Brasil**

Edgleison Rodrigues, 22 años, hijo del mecanico Edmar Rodrigues y del ama de casa Maria Socorro, vive en la comunidad “Conjunto Palmeiras”, ubicada en la periferia de Fortaleza, una de los grandes centros urbanos brasileños que presentan más altos niveles de violencia. Edgleison comenzó como voluntario en los trabajos de base que la ONG Visión Mundial Brasil realiza en su ciudad. En 2009 conoció el proyecto y movimiento “Jóvenes Monitoreando Políticas Públicas”, que moviliza jóvenes para proponer acciones para mejorar los servicios públicos e intervenir en políticas públicas en temas de discriminación, abuso y violencia en contra de la juventud. Hoy es uno de los principales coordinadores del movimiento. En 2012 empezó sus estudios de Ciencias Sociales en la Universidade Estadual do Ceará. Edgleison ha viajado alrededor del mundo contribuyendo para que las voces de las juventudes brasileñas sean escuchadas.

### **Nicholas Niwagaba (22) from Uganda**

Nicholas is a proud Ugandan man born in Kampala (1992). In 2013, he graduated from the Nsamizi training institute of social development in Uganda with a Diploma in social work and is currently pursuing a Bachelors Degree in social sciences at Makerere University. Since February 2012, Nicholas has been working with the Uganda Network of Young People Living with HIV/AIDS (UNYPA) where he is programme manager. UNYPA is an umbrella organisation that works toward creating an enabling Environment for all young people living and affected by HIV/AIDS to meaningfully participate equally in development of programmes that improve their lively hood. Nicholas is passionate about the right to health, universal access to basic health, health system strengthening and governance, and holding leaders accountable. He has spoken in international conferences and interacted with local governments, national authorities and international health experts.



### **Ivy Langat (21) from Kenya**

Ivy Langat is an Environmental Engineering student who is passionate about poverty eradication and community development. In 2011, she co-founded AZMA (Ambitious and Zealous Movers of Africa) which aims to engage young people in tackling problems in their community while giving back to the underprivileged. Ivy was among the 10 students selected in Kenya to participate in the city based project, PAUSE (Pollinators, Arts, Urban Agriculture, Society and Environment) together with other 10 students from Tucson, and 10 from St. Louis, USA. The project tackled the issue of urban food systems with an emphasis on sustainable agricultural methods that support pollinators. She helped to start a Mentorship and Empowerment Program in Kibera that aims to build the capacity of the youth by partnering with local organisations that provide various trainings. Ivy is currently in Beira, Mozambique where she is volunteering with ADEL Sofala for six weeks on projects relating to sustainable development.

### **Shakira Choonara (25) from South Africa**

Shakira is employed as a PhD research fellow at the Centre for Health Policy (CHP), South Africa (SA) and is involved in the multi-country Resilient and Responsive Health System (RESYST) project. The RESYST project is imperative in strengthening governance at the district (local) level of the health system in countries such as Kenya, Nigeria and SA. In addition, Shakira is pursuing Doctoral Studies (Public Health) at the University of the Witwatersrand (SA). As a qualified demographer, Ms Choonara has extensive research experience in the field of malaria prevention and other health related issues. She has received numerous research awards and has participated in a number of prestigious leadership programmes. She has served and continues to serve on several committees at a university level. Furthermore, Shakira has vast experience in public speaking, debating and engaging with prominent leaders. Most notably, she is an advocate for non-racism, persons with disabilities and is committed to improving the health system and achieving the right to health globally: this is evident through her research expertise, achievements and awards and noteworthy presence on social media.

### **Victor Rodriguez (23) from Dominican Republic**

Victor is 23 years old and an industrial engineer graduate from the Universidad Autónoma de Santo Domingo (UASD). He also works as an evaluator for the National Quality Award to the Private Sector of the DR (PNC-DR) and business consultant in quality and projects management, operations, logistics and budgets. Victor also works as a volunteer of the United Nations Association of the Dominican Republic (UNA-RD) and FUNCEJI. Currently he works as Project Manager to the Vice Ministry of SMEs in the Ministry Industry and Trade of the Dominican Republic. Victor has been involved in several projects including the Small Business Development Center, called "Centros PYMES" sponsored by the Government of Taiwan, that is expected to impact around 500 entrepreneur and SMEs creating decent jobs by the end of the 2016. He also works with a production quality project for SMEs sponsored by the European Union as well as a project to strengthen the handicraft sector in the south region of the D.R. sponsored by the AECID.

### **Lia Magdalena Weiler (26) from Germany**

Lia Weiler, 26 years old, has just finished her master studies in environmental engineering in February. During her studies, she spent four months working in Brasil, working on projects such as building streets in favelas, which intensified her wish to get involved in social work internationally. As Lia is one of the four student founders of GloW, a project about to become a social start-up, she has been involved in development cooperation for about 1,5 years. GloW developed an energy saving stove for developing countries as an assembly set. The founders did this among their studies and now are keeping it up full-time, financially supported by the EXIST scholarship. In the GloW project, Lia is the one responsible for general management, environmental and legal issues. Her studies, external economic courses as well as her work as a student teacher, sports coach and exchange student mentor prepared her well for this position. This project is developing Lia's skills, including her presentation and communication skills, by explaining our project to many different people and were even improved by a 2 days media and presentation training of the British Council in Berlin.

### **Muhammed Kisirisa (26) from Uganda**

Muhammed is the Co-Founder/ CEO of Action for Fundamental Change and Development, which operates Bwaise Youth Employment Centre that recruits 600-800 disadvantaged youth aged 16-25 years annually from Kampala's poorest slum areas. The centre offers training in vocational skills alongside leadership, entrepreneurship and financial literacy knowledge to help these youth become self-employed or find decent jobs as means of getting out of poverty. Muhammed has an extensive background in organising and supporting youth campaigns including the 2014 National Youth Policy Dialogue on the post-2015 Development Agenda that attracted over 200 Ugandan youth, the 2014 Uganda National Annual Youth Festival, the 2012 CIVICUS Youth and World Assembly. Additionally, he participated in a Town Hall for Young African Leaders with US President, Barrack Obama which hyped the famous Obama African Young Leaders Fellowship. In October 2013, Muhammed became the first African youth winner of the Muhammad Ali Humanitarian Award Conviction, the 2014 US Embassy Kampala Generation Change Award among others.

### **Birwe Habmo (25) from Cameroon**

Born in 1990, Birwe did his primary and secondary education in a small village called Moulvoudaye in north Cameroon. In 2012, he graduated in Sociology from the University of Ngaoundere. Birwe is now finishing his Master studies in intercultural mediation at the University of Lille 3 (France). Birwe was twice awarded a prize for the international essay competition « Concours Regard Croisés » organised by la Francophonie about culture and sustainable development in September 2012 and October 2013. He also attended the 2013 UNESCO international youth Forum in Paris. Thanks to academic and personal opportunities, Birwe has shared his daily life with migrants in several countries such as Senegal, France, Poland and Canada. After numerous migration and intercultural experiences, he decided with his classmates to found an association to promote intercultural dialogue and defend the human rights of migrants in 2013. For two years now, the association « Mitrajectoires » has organised different events throughout the world, especially a large debate in Dakar (Senegal) on illegal African migration to Europe.

## **Annex 2 – Megatrends<sup>7</sup>**

### **1. Urbanisation**

Today's roughly 50-percent urban population will climb to nearly 60 percent, or 4.9 billion people, in 2030. Africa will gradually replace Asia as the region with the highest urbanization growth rate. Urban centres are estimated to generate 80 percent of economic growth; the potential exists to apply modern technologies and infrastructure, promoting better use of scarce resources.

Statements/"bubbles":

- By 2030, 60% of people, 4.9 billion, will live in cities.
- Africa will gradually replace Asia as the region with the highest urbanisation growth rate.
- Today the world has 28 megacities. By 2030, there could be 41 megacities worldwide.

### **2. A multipolar world**

Driven by structural change, fast-growing workforces and trade liberalisation, developing regions are rapidly increasing their share of global economic output, trade and investment. Hegemonic power will likely vanish, while power will shift to networks and coalitions in a multipolar world.

Statements/"bubbles":

- US, European, and Japanese share of global income will fall from 56 percent today to well under half by 2030.
- By 2020, emerging markets' share of financial assets is projected to almost double.

### **3. Competition for resources**

Global use of material resources has increased ten-fold since 1900 and is set to double again by 2030. Escalating demand may jeopardise access to some essential resources and cause environmental harm. While global demand for resources is set to grow significantly in coming decades, the outlook for supplies is more uncertain. Geographic concentration of reserves in a limited number of countries is a concern. Certain non-renewable resources deserve particular attention because of their economic relevance.

Statements/"bubbles":

- Global demand for resources is set to grow significantly in coming decades, the outlook for supplies is more uncertain.
- Global use of material resources has increased ten-fold since 1900 and is set to double again by 2030.

### **4. Growing pressures on ecosystems**

Continued degradation of global ecosystems and their services will influence poverty and inequality.

---

<sup>7</sup> Adapted from the European Environment Agency (EEA)'s report "European environment — state and outlook 2015 (SOER 2015)" <http://www.eea.europa.eu/soer#tab-global-megatrends>

Statements/"bubbles":

- Biodiversity loss and ecosystem degradation will accelerate.
- Around half of the world's major river basins, home to 2.7 billion people, face water scarcity.

## **5. Climate change**

Climate change is could potentially slow the rate of economic growth, increase inequality, erode food security and increase the displacement of people, particularly in low-income developing countries

Statements/"bubbles":

- Increased global warming can induce more extreme weather events, global sea-level rise, and a decrease by 40 % of the Arctic sea ice cover in summer.

## **6. Increasing environmental pollution**

Pollution is linked to three main human activities: fossil-fuel combustion primarily by industry and transport; the application of synthetic fertilisers and pesticides in agriculture; and the growing use of chemicals.

Statements/"bubbles":

- Pollution levels are projected to increase strongly causing degradation of ecosystems and losses in agricultural yield.
- Fertiliser use is projected to almost double by 2050 (150 million tonnes).

## **7. Population**

The world population may rise beyond 9.6 billion by 2050 and the population of the least developed countries is projected to surpass the population of the more developed regions by 2035. Ageing in the developed world will go hand in hand with the increase in young population in the developing countries.

Statements/"bubbles":

- By 2050, world population may rise beyond 9.6 billion.
- By 2035, population of least developed countries will surpass the population of developed countries.
- Ageing in the developed world + increase in young population in least developed countries.

## **8. Governance**

There is a mismatch between the increasingly long-term, systemic challenges facing society and the more short-term and limited focus and powers of governments. Proliferation of international agreements and the increased involvement of businesses and civil society will shape future approaches to governance. This raises concerns about coordination, effectiveness, accountability and transparency.

Statements/"bubbles":

- Long-term and systemic challenges Vs short-term and limited focus and powers.
- International cooperation + businesses + civil society will shape governance.

## **9. Continued economic growth?**

Economic output (global GDP) is projected to triple between 2010 and 2050. Growth will decelerate in more prosperous countries which is likely to put strain on public finances and lead to increase of social inequalities. Rapid economic growth in other countries will bring reductions in poverty but can also increase inequality and escalate environmental pressures. The search for better indicators of human wellbeing and societal progress than the gross domestic product (GDP) will continue.

Statements/"bubbles":

- Global GDP to triple between 2010 and 2050.
- Growth slowdown in prosperous countries strains public finances + leads to social inequality
- Economic growth in least developed countries will reduce poverty, but increase inequality and environmental pressure.
- Beyond GDP? Better indicators of human wellbeing and societal progress.

## **10. Diseases and pandemics**

The risk of exposure to new, emerging and re-emerging diseases and new pandemics is linked to poverty and grows with climate change and the increasing mobility of people and goods.

Statements/"bubbles":

- In 2035, urban air pollution will be the main environmental cause of premature mortality.
- By 2030 2/3 of deaths due to non-transmissible factors (e.g., cancer, cardiovascular diseases, and traffic accidents)
- By 2030 deaths due to major infections (e.g. HIV/AIDS, tuberculosis, and malaria) will decline sharply.

## **11a. New technologies**

The pace of technological change, particularly in the fields of information, communication, nano- and bio-technologies, is unprecedented. This provides opportunities to reduce humanity's impact on the environment and reliance on non-renewable natural resources, while improving lifestyles, stimulating innovation and green growth. But there are also risks that are often underestimated or ignored. For example, there is a lot of uncertainty about impacts of manipulating and releasing living organisms in the environment.

Statements/"bubbles":

- Nanotechnologies to enhance detection and remediation of illnesses and environmental deterioration.
- Responsible research and innovation serving socially desirable needs + precautionary principle.

## **11b. Hyper-connectivity**

Hyperconnectivity it's about how people, devices, machines, systems and things are more and more digitally interconnected anytime and anywhere. 24 hours, 7 days a week access to data, communicating with others, and systems and networks operating autonomously.

Statements/"bubbles":

- By 2020, 4 billion people online + 31 billion connected devices + 450 billion online interactions per day.

## **Annex 3 – Group visions**

### **Gender equality, children's rights, youth health and security (pink)**

Group members: Nada Diouri, Tanvi Girotra, Nicholas Niwagaba

Facilitator: Alice Szczepanikova

Vision 1: Safe environment where healthy and educated young men and women meaningfully contribute to the development of their society

The group started off by identifying the main problems that linked their respective activities in the field of women's empowerment (Nada, Tanvi) and work with young people infected by HIV/AIDS or at risk (Nicholas). The Future Leaders quickly agreed that the key problem is gender inequality and the key areas in which it needs to be addressed are: education, access to health and safety. Some of the practical solutions suggested included breaking sex-related taboos at schools, incentivising parents to see their daughters' education as an investment rather than as a burden and supporting informal education. With regard to health, access issues for marginalised groups could be tackled through more emphasis on outreach, peer education and coupling service provision with information. Economic empowerment of women and young people was identified as one of the crucial mechanisms of protecting people from gender-based violence. The group agreed that in order to get to the vision more partnerships and coalitions between the public and private sector and civil society are needed. The civil society needs empowerment to be able to thrive. Moreover, gender equality cannot be achieved if it is only seen as a problem concerning women. Men need to get involved too. And finally the group discussion clearly demonstrated that the solutions, which are likely to work best, will have to integrate insights from different areas where the problems are manifested.

After being confronted with the megatrends, a passionate discussion about the opportunities and challenges that lie ahead followed. While the Future Leaders perceived some megatrends as unquestionably positive (new technologies and hyper-connectivity, transformations of governance), others proved to be more contentious (population growth, urbanisation, economic growth) thus illustrating that the megatrends represent both opportunities and challenges.

### **Youth mobility, global education, economic integration and governance (yellow)**

Group members: Marion Atieno Osieyo, James Thuch Madhier, Birwe Habmo

Facilitator: Tine Van Criekeing

Vision: By 2035, governance will be systemically connected between the global-regional-local levels and decision-making will be based on individual rights and empowerment, inclusiveness, cultural diversity, and representativeness.

The main objectives of the group's vision were threefold:

Objective 1: To jump-start a major reform of the global governance systems that are seen as outdated and not representative. It was noted that governance systems need to become more inclusive, consider diversity, focus on the individual and widen representation.

Objective 2: To move beyond 'GDP' as a measure for well-being, and consider cultural diversity and more accurate measures of actual 'well-being'. In other words, disassociate well-being with economic growth *per se*. Life-stories and worldviews are so disparate, whereas social norms and cultural relativity allow for differing conceptions of well-being. Any system of global governance should therefore focus on the individual.

Objective 3: The local-regional-global levels should be linked, with a stronger focus on local empowerment and bottom-up approaches to addressing root causes of issues. Global level governance should better consider diversity. While problems are of a systemic nature, a local-global interface focused on preserving diversity and on the individual will allow for a better tackling of problems and issues.

In order to achieve this vision, the group felt that dialogue with decision-makers was crucial, in order to change and shift those that are sat at the 'negotiating table'. This could be done through social movements and the media, including social media and youth empowerment. Connecting networks and people through dialogue and IT platforms was important in engaging the diaspora, building initiatives and re-focusing on the individual.

After being confronted with the megatrends, the group selected the ones more connected to their vision, and discussed corresponding opportunities and challenges. The three most pertinent megatrends were identified as hyper-connectivity, climate change, and economic growth.

The challenges and opportunities identified were as follows:

- Climate change could be an opportunity for reaching the vision, because: 1. it 'forces' more players to the negotiating table; 2. changes or challenges traditional power structures; 3. expands and broadens traditional means for measuring well-being and development beyond income.
- Hyper-connectivity on its own is not sufficient for reaching the vision. It is an enabler for empowerment and challenges the status quo, but virtual connections need to be reinforced with real life experiences and physical mobility.
- Economic incentives alone are not enough to allow for innovative and 'business-oriented' solutions to problems (i.e. economic growth is not meaningful as a measure for well-being). Moral and ethical incentives are important in inducing change.

## **Youth employment and entrepreneurship (green)**

Group members: Muhammed Kisirisa, Daniel Mihajlovski, Victor Rodriguez  
Facilitator: Susana Nascimento



Vision: By 2035, private sector, government, academics and NGOs support entrepreneurs and SMEs in creating best products in strategic areas (environment, health, energy, etc.) and in respecting human and workers' rights.

The group started off by presenting their respective areas in order to find commonalities: disadvantaged youth education and training (Muhammed), education and support systems for socially disadvantaged youth (Daniel), and decent job creation, strengthening of small and medium enterprises (SMEs) and entrepreneurs (Victor). The group listed the key issues pertinent to the topic at hand. The issue of decent jobs was extensively discussed in terms of better salaries, training opportunities (for workers but also for other groups including those higher up in the hierarchies), implementation of safety procedures, and respect for human rights and non-discrimination in the workplace. The group emphasized the need for better regulation and implementation by the governments in order to safeguard workers' rights and to transform the existing realities of informal SMEs. To get to the vision, the Future Leaders advocated strong cooperation between governments, private sector, NGOs, SMEs and entrepreneurs. Particularly focusing on entrepreneurs, the group agreed that we need to support them for example in accessing funds, in developing their business and leadership skills and in promoting their involvement in strategic areas such as environment, health, energy and new technologies. The education system was considered as an essential component in achieving the vision by improving its availability, quality and links to the private sector.

As for the megatrends, urbanisation was seen as an opportunity by potentially creating employment thus fostering the development of new products, businesses and social enterprises, and in the end empowering people. New technologies were considered as a challenge for developing countries to improve in nanotechnologies, as in the areas of medicine and energy, considering their need for more knowledge, expertise and training. Environmental pollution was considered both as an opportunity and a challenge, considering that a vast spectrum of actors (governments, civil society, private sector and NGOs) need to produce and implement action plans to reduce environmental pollution. Governance was considered as a challenge by the group in two main aspects. On the one hand, it points toward international cooperation for foreign investment, for example between technology and raw materials companies from neighbouring countries, but it has to be done through fair agreements. On the other hand, it also requires the political will to invest in health, education and climate change, anti-corruption and other social areas which can dramatically change traditional budget allocation.

## **Urban environment and community development (blue)**

Group members: Ivy Langat, Lia Magdalena Weiler, Edgleison Rodrigues  
Facilitator: Monika Antal

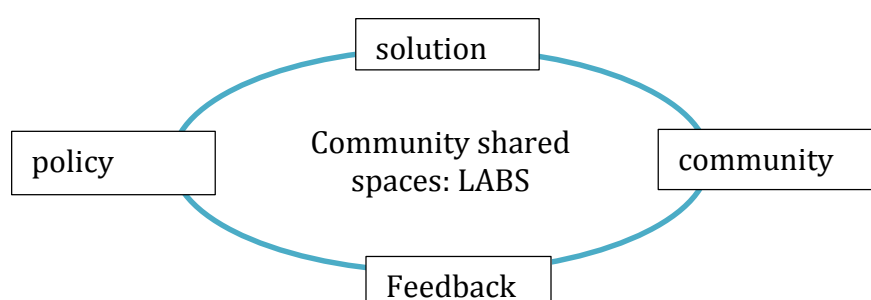
Vision 4: Empowered safe and sustainable communities ('replicable')

The group started by identifying the common elements to all of their areas, these were: health and sanitation, waste and drainage (Ivy), environmentally sustainable systems (Lea), violence against youth, safe public areas (Ed). The Future Leaders quickly arrived at the notion of a safe and sustainable community as their common denominator. The next step

was to look at the physical and social infrastructure of this community. The key components of the physical infrastructure being: sanitation, sustainable energy, waste management, sustainable food system. The key components of the social infrastructure being: education and awareness, specialised training and know-how sharing, networked communities, empowered individuals that start their own initiatives and businesses.

Following the infrastructure components the discussion turned to characterising the type of governance needed to enable a safe and sustainable communities. It was quickly agreed that participatory governance is the way forward, the type that involves the community in solving problems, where all generations are represented, where transparency and accountability is key.

A new policy cycle was introduced to this good governance, including a feedback loop:



After being confronted with the megatrends, the group systematically examined each and every one of them from both perspectives of opportunities as well as challenges. Urbanisation and population was considered as both opportunity and challenge bringing pressure on physical infrastructure but at the same time with diversity potentially leading to tolerance and innovation. Growth was considered as a fundamental requirement but under the conditions of far redistribution, sustainable lifestyles and with respect to cultural diversity. A new narrative could be introduced here: that would examine what success means in growing countries, how it could be controlled and socially managed, how to measure wellbeing beyond GDP, how to avoid mistakes made by others. New technologies and hyper-connectivity were understood as opportunities that could bring new and innovative solutions to pressures on both the physical and social infrastructure. Resources were seen as one of the major challenges as communities might be disempowered in controlling their own resources which may lead to pressure on all infrastructures.

## **Food, health, environment and resilience (orange)**

Group members: Catherine Mloza-Banda, Shakira Choonara and Carmen Monges

Facilitators: Peter De Smedt and Emanuele Cuccillato

Vision 5: Empowered and connected glocal communities which govern food, health and environmental systems.

The Future Leaders first identified the main problems that linked their respective activities and experiences in the field. They agreed on the importance of empowering local communities. Consensus was reached on the idea that one of the key issues is inequality in

access to and distribution of resources. The areas in which it needs to be addressed are food, health, forestry and environment. Science can be a strong enabler for supporting local communities and strengthening the resilience. The challenge is how to design processes to better connect science to society. In the field of agriculture a long tradition of knowledge transfer exists. Still there is a difference between knowledge and skills. From a resilience point of view, local skills and grass root innovations are essential to strengthen agribusinesses and sustainable forestry.

The group arrived at the formulation of the following vision statement at the end of the first session: Empowered local communities for resilient food, health and environmental systems.

After being confronted with the megatrends, a passionate discussion about the opportunities and challenges that lie ahead followed. While the Future Leaders perceived some megatrends as unquestionably positive (hyper-connectivity, multi-polar world, young people), others proved to be more contentious (climate change, transformations of governance, economic growth, environmental pollution) thus illustrating that the megatrends can be both opportunities and challenges. The group also discussed the tension between fair governance models, especially for the access to resources and health systems. Urban environments often provide easier access to infrastructure allowing local communities to be better connected with other communities and knowledge centres around the world. The challenge remains to ensure resilient communities that are globally connected (i.e. glocal communities). The global connectedness will also enable communities to make better use of thinking global (i.e. knowledge transfer) and acting local (i.e. skills). Hence there is a strong need for bridging mechanisms between the macro and the micro level throughout the value chain. The discussion on megatrends resulted in the reformulation of the original vision statement as follows: Empowered and connected glocal communities which govern food, health and environmental systems.

## Annex 4 - Visual and communication outputs

The Future Leaders' short (90 second maximum) individual pitches were recorded on the day of the workshop in video format. Immediately after the workshop, the 15 individual videos were edited and posted the following week in the video gallery of the JRC Science Hub <https://ec.europa.eu/jrc/en/video-gallery/visions-world-2035> and on the EDD website under "Visions for the world in 2035" <http://eudevdays.eu/youth/coverage>. The links to videos were made available to Future Leaders to post in their online profiles (see links to individual videos in the end).

A collective video (4,54 minutes) was also produced as an overview of the workshop, including footage during the workshop, extracts from individual pitches and short declarations of Future Leaders. The video was posted at the same channels.

A selection of photos taken during the workshop was posted on the Foresight and Behavioural Insights Unit's space on Connected <https://connected.cnect.cec.eu.int/photoAlbums/2623> and in the photos gallery of the JRC Science Hub <https://ec.europa.eu/jrc/en/image-gallery/visions-world-2035>.

Prior to the workshop, the team posted an announcement in the JRC Science Hub's event section, including a short description of the event and the above videos and pictures <https://ec.europa.eu/jrc/en/event/workshop/vision-world-2035>.

In terms of social media, all the outputs of the workshop were posted and circulated in Twitter through the JRC's official profile @EU\_ScienceHub and the team members' private profiles. A set of hashtags were circulated (depending on the purpose) within the team, the JRC Science Hub, the EDD15 organization and the Future Leaders:

- #policylab4EU (specific to Unit)
- #foresight4EU (specific to Unit)
- #design4policy (to link to other policy labs)
- #psilabs (to link to other policy labs)
  
- #EDD15 (for all posts related to the event)
- #FutureLeaders (for the programme)
- #OurWorld #OurDignity #OurFuture (for theme specific posts)
- #EYD2015 (for posts to the European Year for Development)

After the workshop, several tweets reporting on the videos and photos were posted by @EU\_ScienceHub and the team members' private profiles. Additionnaly, @EU\_ScienceHub reposted the videos starting 7 July every Monday and Wednesday.

List of individual videos:

Nada Diouri, 25 (Morocco)

[https://www.youtube.com/watch?feature=player\\_embedded&v=ZmQCjn-uaNs](https://www.youtube.com/watch?feature=player_embedded&v=ZmQCjn-uaNs)

Carmen Monges, 21 (Paraguay)

[https://www.youtube.com/watch?feature=player\\_embedded&v=BoKLDGPsAnE](https://www.youtube.com/watch?feature=player_embedded&v=BoKLDGPsAnE)

James Thuch Madhier, 26 (South Sudan)

[https://www.youtube.com/watch?feature=player\\_embedded&v=dRuhRb6QNDI](https://www.youtube.com/watch?feature=player_embedded&v=dRuhRb6QNDI)

Marion Atieno Osieyo, 24 (United Kingdom)

[https://www.youtube.com/watch?feature=player\\_embedded&v=Ri\\_bwqpzr18](https://www.youtube.com/watch?feature=player_embedded&v=Ri_bwqpzr18)

Tanvi Girotra, 24 (India)

[https://www.youtube.com/watch?feature=player\\_embedded&v=z0CL5gfxLyQ](https://www.youtube.com/watch?feature=player_embedded&v=z0CL5gfxLyQ)

Catherine Mloza-Banda, 24 (Malawi)

[https://www.youtube.com/watch?feature=player\\_embedded&v=ygGMgOmuYoo](https://www.youtube.com/watch?feature=player_embedded&v=ygGMgOmuYoo)

Daniel Mihajlovski, 23 (Macedonia, the former Yugoslav Republic of)

[https://www.youtube.com/watch?feature=player\\_embedded&v=sbMgwKgoBZg](https://www.youtube.com/watch?feature=player_embedded&v=sbMgwKgoBZg)

Edgleison Rodrigues, 21 (Brasil)

[https://www.youtube.com/watch?feature=player\\_embedded&v=Ct0sFAt-6EO](https://www.youtube.com/watch?feature=player_embedded&v=Ct0sFAt-6EO)

Nicholas Niwagaba, 22 (Uganda)

[https://www.youtube.com/watch?feature=player\\_embedded&v=j2tog\\_OqLKK](https://www.youtube.com/watch?feature=player_embedded&v=j2tog_OqLKK)

Ivy Langat, 21 (Kenya)

[https://www.youtube.com/watch?feature=player\\_embedded&v=OjKPdv2iDiE](https://www.youtube.com/watch?feature=player_embedded&v=OjKPdv2iDiE)

Shakira Choonara, 25 (South Africa)

[https://www.youtube.com/watch?feature=player\\_embedded&v=ETVbGgMAyeI](https://www.youtube.com/watch?feature=player_embedded&v=ETVbGgMAyeI)

Victor Rodriguez, 23 (Dominican Republic)

[https://www.youtube.com/watch?feature=player\\_embedded&v=iTjcDOqHmSw](https://www.youtube.com/watch?feature=player_embedded&v=iTjcDOqHmSw)

Lia Magdalena Weiler, 26 (Germany)

[https://www.youtube.com/watch?feature=player\\_embedded&v=TtBVORB79L4](https://www.youtube.com/watch?feature=player_embedded&v=TtBVORB79L4)

Muhammed Kisirisa, 26 (Uganda)

[https://www.youtube.com/watch?feature=player\\_embedded&v=XH3NEzIFrNo](https://www.youtube.com/watch?feature=player_embedded&v=XH3NEzIFrNo)

Birwe Habmo, 25 (Cameroon)

[https://www.youtube.com/watch?feature=player\\_embedded&v=3nvPsdEoDW8](https://www.youtube.com/watch?feature=player_embedded&v=3nvPsdEoDW8)

Europe Direct is a service to help you find answers to your questions about the European Union

Freephone number (\*): 00 800 6 7 8 9 10 11

(\*) Certain mobile telephone operators do not allow access to 00 800 numbers or these calls may be billed.

A great deal of additional information on the European Union is available on the Internet.

It can be accessed through the Europa server <http://europa.eu>.

### **How to obtain EU publications**

Our publications are available from EU Bookshop ([http://publications.europa.eu/howto/index\\_en.htm](http://publications.europa.eu/howto/index_en.htm)), where you can place an order with the sales agent of your choice.

The Publications Office has a worldwide network of sales agents.

You can obtain their contact details by sending a fax to (352) 29 29-42758.

European Commission

**EUR 27418 EN – Joint Research Centre – Foresight and Behavioural Insights Unit**

**Title: Visions for the World in 2035**

Authors: Monika Antal, Emanuele Cuccillato, Sara Giovannini, Susana Nascimento, Fabiana Scapolo, Peter de Smedt, Alice Szczepanikova, Xavier Troussard, Tine Van Criekeinghe

Luxembourg: Publications Office of the European Union

2015 – 37 pp. – 21.0 x 29.7 cm

EUR – Scientific and Technical Research series – ISSN 1831-9424 (online), ISSN 1018-5593 (print)

ISBN 978-92-79-48909-9 (PDF)

ISBN 978-92-79-48908-2 (print)

doi:10.2788/888630 (online)

doi:10.2788/179306 (print)

## JRC Mission

As the Commission's in-house science service, the Joint Research Centre's mission is to provide EU policies with independent, evidence-based scientific and technical support throughout the whole policy cycle.

Working in close cooperation with policy Directorates-General, the JRC addresses key societal challenges while stimulating innovation through developing new methods, tools and standards, and sharing its know-how with the Member States, the scientific community and international partners.

*Serving society  
Stimulating innovation  
Supporting legislation*

doi:10.2788/888630

ISBN 978-92-79-48909-9

